

**THE RELATIONSHIP BETWEEN MARKET ORIENTATION AND BUSINESS
PERFORMANCE OF TELECOMMUNICATION COMPANIES IN UGANDA**

Case study: Airtel Uganda Limited

MURENGEZI RENO ELVIS

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UGANDA MARTYRS UNIVERSITY

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Case study: Airtel Uganda Limited. Main Branch

**AN UNDERGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF
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BY

MURENGEZI RENO ELVIS

2013-B021-20125

SUPERVISOR

BYAMUGISHA MICHAEL

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DEDICATION

This report is dedicated with love and appreciation to my dear parents and my wonderful siblings. The utmost dedication goes to my Mother Mrs. Angel Blasberg, My brother Mr. Daniel Blasberg and my sister Miss. Nicole Blasberg, thank you so much for all the support that you have given me. I will always be grateful to you and I treasure your contributions towards my education. God bless you.

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ABSTRACT

The objective of this study was investigate the relationship between market orientation and business performance. The specific objectives were; assess the effect of customer focus on profitability in Airtel Uganda Ltd, to establish the effect customer satisfaction on sales revenue in Airtel Uganda Ltd, to establish the effect of customer recommendation on market share in Airtel Uganda Ltd.

The research was carried out in Airtel Uganda limited's main branch which is found in Kampala District (Jinja road). A case study research design was used to conduct the study, the population chosen for this study was 90. The study used a sample size of 73 respondents from Airtel Uganda Limited. The sample technique was drawn using purposive sampling technique. The study relied on both primary and secondary data. Primary data was collected using structured questionnaires while the secondary data was extracted from publication and document analysis. Data analysis used frequency and percentages statistics. Frequency tables were prepared and correlation analysis were done. The data was analyzed using Statistical Package for Social Scientists (SPSS) computer software version 16. The results and findings concluded that there was significant relationship between market orientation business performance and recommends that market orientation should be enhanced to further improve business performance of Airtel Uganda Limited.

The finding revealed that majority of respondents agreed that customer focus has an effect on profitability within the organization concluding that putting customers leads to an increase in profitability, majority of respondents agreed that customer satisfaction has an effect on sales revenue, the researcher concluded that when customers are satisfied, the sales revenue within the organization increase and majority of the respondents agreed that customer recommendation has an impact on generating market share.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The purpose of the study was to investigate the relationship between market orientation and business performance in UCC in Uganda; a case study of Airtel Uganda limited. This chapter presents the background of the study, statement of the problem, research objectives, scope of study, justification of the study, significance of the study and conceptual framework.

1.1 The Background of the Study

Market Orientation is a form of organization culture where employees are committed to continuously create superior customer value, or as a sequence of marketing activities that lead to better performance. Years of research have concluded that market orientated companies perform better than companies that are less market oriented, Hult et al (2003). They focus on adapting their products and services to the need and expectations of their customers instead of those who are product oriented and focus on developing a product that is then marketed and hopefully sold (Morgan, 2006). To achieve this customer focus, a firm with high degree of market orientation cultivates a set or shared values and beliefs about putting the customer first and reaps results in form of a defendable competitive advantage, decreased costs and increased profits. The market orientation concept focuses on coordinated business intelligence generation, dissemination and responsiveness to market information for efficient and effective decisions. The concept is also concerned with issues including organization culture, innovation, human resource planning and organization learning (Grudogan and Fahy, 2005; Keshin, 2006).

Market orientation is a set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers and employees in order to develop a long term profitable organization that satisfies its clients or customers on a continuous basis (Vachon, 2014). Market Orientation indicates a culture in organizations that most effectively and efficiently creates the necessary behaviors for the organization in terms of reduced complaints from customers. They should ensure that customers observe and appreciate a culture of market orientation, developed infrastructure and a leadership committed to support a service culture (David and Uttal, 1989), organizations should not only set objectives of profit maximization but also customer needs should be considered and better understood because the sole purpose of a business is not profit but to create a customer.

However, Airtel Uganda Ltd have not achieved this thus leading to loss of customers to competitor, profits and sales volume not at desirable level (Kelson, 2012). Market orientation theorists have argued that market orientation traces its origin from the market concept and has consequences to overall business strategy. The market concept is concerned with customer-orientation, competition-orientation, innovation and profit as an inducement for creating satisfied customers. Others have argued that market orientation of has been widely accepted by scholars as the implementation of the marketing concept, as an organizational culture, or as a mix of those two (Ham, Kom and Srivastave, 2000). Other scholars also argued that market orientation behavior in marketing new solutions leads to better performance, has positive effects on customer satisfaction and cooperation.

According to Lamb et al (2005) added that, market orientation is concerned with customer satisfaction, customer satisfaction is a critical requirement for successful marketing and

successful firms the world over have got it down to a fine art. Organizations make sure customer needs are known (through research) and then make sure they satisfy those needs well.

Airtel is also running out of delighter innovations. Delighters are the unexpected characteristics that surprise the customers; their absence does not cause dissatisfaction, but their presence delights the customer. For example, when a customer buys a new Airtel simcard, they are delighted with the free airtime or credit that is given to them but since it has been going on for quite some time now. This has become expected by the customers, it means that marketers should strive to find new ways of delighting (2006). Therefore it is against this background that the researcher investigated the relationship between Market Orientation and business performance.

1.1.2 Background of the case study

The introduction of mobile telephony has revolutionized Uganda's telecommunications industry, but with the seven networks the market is overcrowded, which has led to a price war and merger among the operators. The Uganda telecommunications report (2014) shows that the Ugandan mobile market continues to attract new subscriptions, with over nine operators competing. This includes some of large telecoms groups, such as MTN, Airtel, Africell, Vodafone, Smart telecom.(Budde, 2014)

Airtel Uganda limited is a telecommunication company in Uganda that offers the service under Airtel Brand; it acts as a carrier for national and international long distance communication services. The company offers fixed line services, broad band internet access services and money transfers services under a common brand "Airtel". Airtel Uganda Limited has put in place some services that are designed to facilitate the offering of quality service to their customers, some of

these include the 24 hour, seven days customer service helpline, provides land line telephone services. They have also opened up a number of third party dealers for Airtel Uganda Limited products in various locations and also offered value added services to their customer like offering of polyphonic ringtones, offering of screen savers and logos, internet connections over mobile phones, more so company provides end to end telecom solutions to corporate customers both national and international long distance service through its nationwide fiber optic backbone, last mile connectivity in fixed line and mobile circles (Airtel Uganda Ltd consumer survey report 2010).

1.2 Statement of the Problem

Market oriented companies attempt to create customer value in order to attract and retain customers. Their aim is deliver superior value to their target customers. Companies implement the marketing concept by meeting and exceeding customer needs better than the competition (Ritson, 2010). Airtel Uganda Ltd is still not perfect at the game, and as such many customers are shifting away to competitors, customers know who is providing the best services in the market, customers satisfaction depends upon perceived performance compared to the buyer's expectations. Customer satisfaction occurs when perceived performance matches or exceeds expectations.

However, employees as well as customers in Airtel Uganda Ltd complain of poor work network conditions, breakdown of machines, poor customer care thus leading to loss of customers to a competitor, decrease in sales and profit (Smith. G, 2015). These declining market orientation activities like customer satisfaction could be attributed to the poor organizational culture and performance and the violation of the customer orientation contract in the organization. Airtel

Uganda Ltd ensures to provide effective service delivery towards its customers on a continuous basis but have not achieved it. Airtel Uganda Ltd seems to be failing to adhere to customer oriented culture that focuses on customers' needs, values and beliefs on continuous basis thus numerous complaints from which is a sign of dissatisfaction thus customers switching to other networks.

1.3 Objectives of Study

1.3.1 General Objectives

- i. To investigate the role of market orientation activities on business performance.

1.3.2 Specific Objectives of the Study

- i. To assess the effect of customer focus on profitability in Airtel Uganda Ltd.
- ii. To establish the effect customer satisfaction on sales revenue in Airtel Uganda Ltd.
- iii. To establish the effect of customer recommendation on market share in Airtel Uganda Ltd.

1.4 Research Questions

- i. What is the effect of customer focus on profitability in Airtel Uganda Ltd?
- ii. What is the effect of customer satisfaction on market revenue in Airtel Uganda Ltd?
- iii. What is the effect of customer recommendation on market share in Airtel Uganda Ltd?

1.5 Scope of the Study

1.5.1 Content Scope

The study focused on the effect of customer focus on profitability in Airtel Uganda Ltd, to establish the effect customer satisfaction has on sales revenue in Airtel Uganda Ltd, to establish the effect of customer recommendation has on market share in Airtel Uganda Ltd. The researcher ascertained the magnitude of business performance by use of indications such as customer focus, customer satisfaction, and market share and expansion business activities.

1.5.2 Time Scope

The study was confined to the period between the years 2014 to 2015 considering the much advancement in the industry that could have effected much change in the service industry. This time scope is selected because it is long enough for the research to establish the role of market orientation activities on business performance in the selected area.

1.5.3 The geographical Scope

The study was confined to Kampala district, Central Uganda. The area was selected due to the fact that it is an urban area where the main head quarters/ branch of Airtel Uganda Ltd are located. The district is particularly preferred because it is one of the many that are less disadvantaged and thus would yield better results for the study.

1.6 Justification of the Study

The research was carried out to establish the relationship between market orientation and business performance in Uganda, this is because companies or organizations that are not market

oriented usually do not put their customers desires and needs first. A lot of organizations find it difficult to retain their customers or even find it hard to gain customer loyalty due to lack of market orientation within the organization and the failure to view themselves from the customer's point of view.

The existing information on the research already done is a bit outdated and not really up to date therefore this is why the researcher opted to do the research using information obtained between 2010 and 2014.

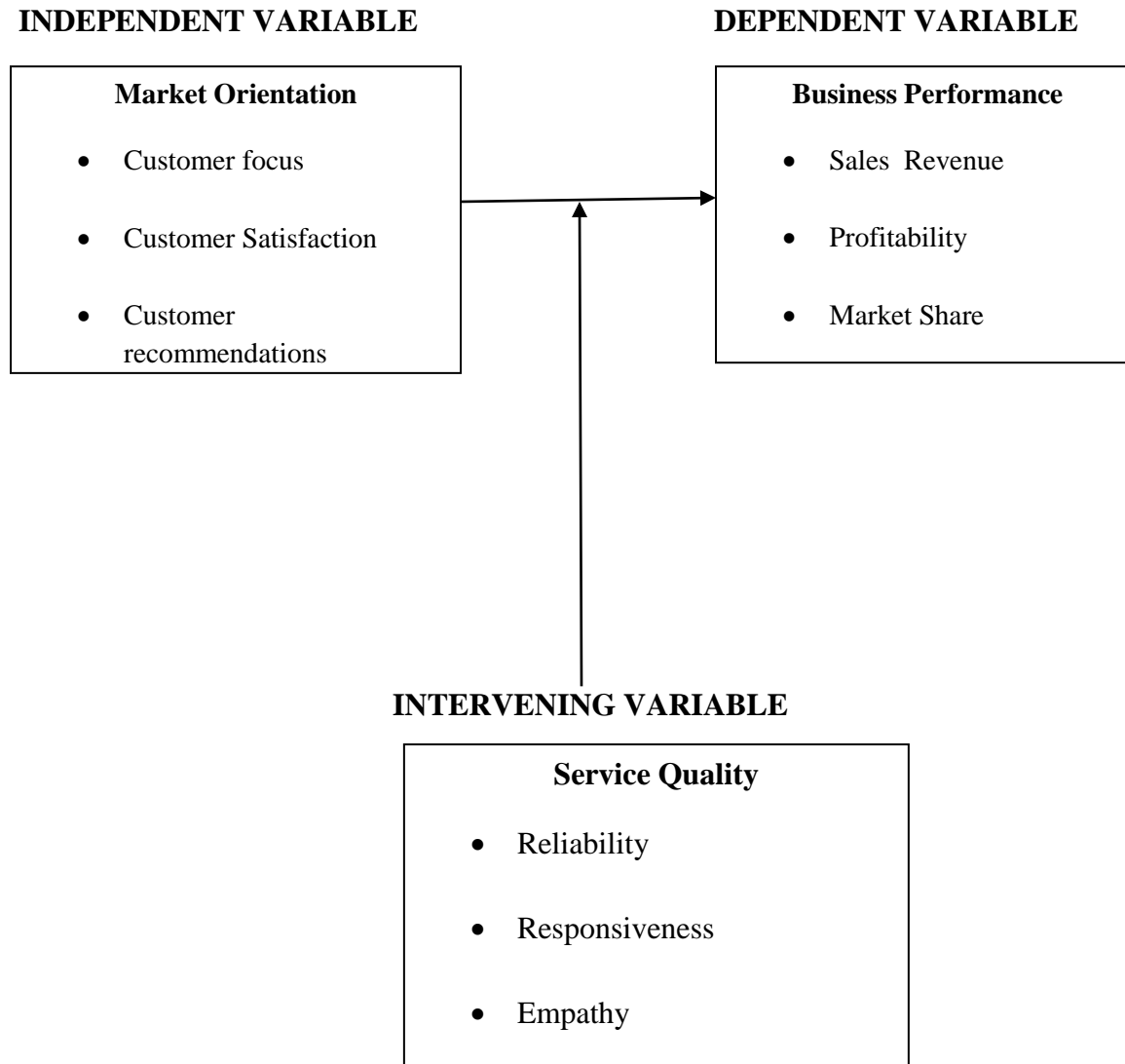
The researcher also used the qualitative approach of collecting the data because a lot of information from the past research has been done using the quantitative approach. This helped compare the results and estimate the validity of the research.

1.7 Significance of the Study

The study was carried out to solve the challenges affecting business performance because very many telecommunication companies are continuously losing their customers to their competitors due to reduction in customer satisfaction.

The study is significant because it will add onto the existing scanty information about the roles of market orientation activities on the performance of Airtel Uganda

1.8 Conceptual Framework



Source: Kohli and Jaworski (1990), Parasuraman et al (1998)

Figure 1: Conceptual Framework

The representation above shows the relationship between the variables and the intervening factors that affect them. The intervening factors are those factors that will derived from the independent variable to play a crucial part in achieving the dependent variables. The conceptual

framework also relates the market orientation tools used by organizations to achieve the expected level of business performance.

Customer focus is the orientation of an organization towards serving its clients' needs. Having a customer focus is usually a strong contributor to overall success of a business and involves ensuring that all aspects of the company put its customer satisfaction first. It has an effect on the profitability of the organization because as customers are cared for and they are provided with the right services, this yields profits for the business. Responsiveness is an intervening variable that also has a major effect on customer focus and profitability because employees have to have the ability to perform the promised work accurately and customers count them. Therefore employees have to have the reliability dimension in order to achieve organization goals by focusing on customer a propriety.

Customer satisfaction is the degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers and has a strong effect on sales revenue with the organization, when customer expectation are reached, it encourages customers to consume the product or service thus increase in the sales revenue. Employees need to have responsiveness by having the willingness to help customers and providing prompt service, this will enhance customer satisfaction thus increase in sales revenue for the organization.

Customer Recommendation is an oral or written recommendation by a satisfied customer to the prospective customers of goods or services. It is considered to be the most effective form of promotion, it is also called word of mouth advertising. Satisfied customers will always pass on the message to fellow customer to buy the product of the business. Therefore customer

recommendation escalates market share for the business as more people are influenced by customers to consume the good thus increase in market share through the increase of sales.

1.10 Conclusion

The above chapter provides information on the background of the study; the role of market orientation activities on performance in Airtel Uganda Ltd, the problem statement, the research objectives along with the research question, scope of the study justification of the study, the significance of the scope and the conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter carries an in depth review and analysis of literature related to the role of market orientation on the business performance. The purpose of the review is to present what is known about the problem from the theoretical perspective prior to the study in order to give a foundation to the current study. This chapter provides a critical review of relate literature on the variables in light of the objectives of the study and ends with conclusion.

2.1 Review of key variables

2.1.1 Market orientation activities

Market orientation has been developed from six theoretically different components which are further more deduced in two general components. First of these two is customer orientation and second one is competitor orientation, these are important factors that are contributing in form the basis of market orientation in any organization. Empirical evidence revealed that competitor orientation is negatively related to firm's return on assets for manufacturing firms in less competitive environment (Sorensen, 2005)

According to Tuominen and Moller (2010) keeping in view the complexity of the market concept, an inter-disciplinary approach must be must be followed while studying the market orientation. They believed that market orientation is multi- dimension phenomenal, they considered market orientation as business philosophy, as mean for collecting information about

customers and competitors, a way to develop inter-functional coordination and finally as a foundation of organizational learning

There is strong association between market orientation development and company performance. The factors to determine market orientation are company specific which has facilitating effect and market specific which has coercive effect. Firstly, the company's attitude to perceive marketing orientation as the company's philosophy is grounded on the persistence to analyze and understand the market prior to any action. Secondly, company behavior to gather intelligence about the market, disseminate it company-wide and to design the company's response on the basis of this market intelligence. Firm's decisions must be dependent on long term view which enables the firms to take decisions, which enhances its long term effectiveness. A short term orientation may guide business behavior into seeking immediate gains at the cost of risking long term viability. The overriding objective for any business is creation of wealth of profitability. Market orientation is helpful in information generation (Avionitist and Gounaris, 2000).

Market orientation helps organizations in creating a culture where the value to creation for customers is the prime objective of all the organizational activities. This culture enables the organization to promptly sense the emerging opportunities in the market. This leads the organization towards building customer loyalty that, in turn, increase the market share of the company and performance of the firm respectively (Amalia et al, 2008). Market orientation mainly affects the profitability of the organization and not the sales. It usually focuses on customer retention and not on acquisition of customers (Kumar, Jones, Venkatesan & Leone, 2011).

However, organizations adopt the market orientation philosophy to improve the business environment (Suliyanto & Rahab, 2012). Market orientation enables an organization to attain sustainable competitive advantage in the market place through the efficient use of the organizational resources. It helps to build up the capabilities of the firm to differentiate itself in a market. This differentiation is the key factor in achieving customer satisfaction that, in turn, yields high profits for the firm (Saini & Mokolobate, 2011)

The importance of market orientation as an organizational resource has been highlighted by various studies like Jabeen et al. (2013) suggest that market orientation concept should be adopted by all organizations for sustainable competitive advantage and greater firm performance.

Organization-wide emphasis on evaluating and addressing customer needs. To deliver superior customer service company-wide a customer oriented culture needs to be established within the company. This culture is reflected in customer oriented employees, a developed infrastructure and a leadership committed to support a service culture (Jain & Bhata, 2007).

2.1.2 Business Performance

According to Rivalfox (2015) business performance is a combination of management and analytical processes that allows managers of an organization to achieve pre-determined goals. Business performance management has three main activities: selection of goals, consolidation of measurement information relevant to the organization achievement of these goals, interventions made by managers in light of this information.

Business performance is affected by both external factors such as market share and market environment, as well as internal company factors including organizational culture, management styles and human resource management practices. Recently, the increase level of competition

worldwide has led managers researchers to focus more even more on sharply on those questions (Michel West, 2010). Reducing labor costs in some countries, particularly in the newly industrial countries, has raised the level of competitive threat for countries which have been industrialized for some time. There is increased capacity for diversity and customization inherent in microprocessor-based technologies, eliminating the cost advantage of mass production. Companies must now compete on basis of cost, quality and customization. The pressure on managers to manage the complex and varied influences on company performance are greater than ever before.

Every business that employs staff must understand the value staff bring to overall performance of the business. Truly engaged staff will play a significant part in overall success of the business. Employing and retaining staff who contribute to increased productivity should be a high priority for every business. This is relatively easy where a culture based on , teamwork, communication and shared goals is entwined in the business. To achieve this type of culture, business owners and managers need to ensure that staff are involved in the decision making process. Weekly meetings, staff surveys and feedback and team building events are just some ways to improve communication and feedback. Bonuses and commission that encourage staff to meet and exceed targets will also influence staff behavior (CPA, Australia, 2011).

They also further state that improving business performance through the better use of technology will require a thorough understanding of key processes in the business owners and managers can then assess the areas where technology can enhance these processes. It is important that staff are well trained in using the necessary technology and understanding the importance of to the business. Staff also need to be well versed in the consequences to the business where technology is used inappropriately.

2.2 The effect of customer focus on profitability

Customer focus is an approach to achieve organizational success by aligning systems, processing and activities around a common purpose and that is the customer. Organizations can choose to focus on a range of things, manufacturing efficiency, internal processes, new product development. These things are important, however only customer focus ensures that the organization is delivering to the changing needs of those people that will keep them in business. Customer focus is different to customer service (E. Xevelonaki, 2005). Customer service relates to the interactions between frontline personnel and customers. Customer focus relates to the alignment of the organization's vision, strategy, people, processes and system to deliver on identified customer needs. While customer service is the role of a team or department, customer focus involves everyone in the organization.

Service companies regard service quality an important their competitive advantage in the marketplace. Due to the fact that services such as telecommunications, competition vary in the market using differentiated products, these services are regarded as competitive tools (Logasavthi, and Haitham 2015). In other words, organizations can attract customers by providing high quality services. It is important for businesses to better understand the changing customer requirements and adopt the latest information technology systems to compete more effectively with local and global organizations (Lau et al, 2013).

The practice of customer focus has been implemented by various organizations under the umbrella of total quality management. It represents one of the several critical factors of TQM, together with other critical factors such as continuous improvement, teamwork, and management commitment (Abdullah et al 2008). The benefits of customer focus practice had

been confirmed in various types of firms such as manufacturing, service, hospitality, and public service (Fonseca et al, 2010).

Customer focus has been identified as successful stand alone strategy which therefore, purportedly requires a particular degree of focus and examination from researchers, a practice that is so highly relevant cannot be perceived as merely another sub-component of TQM. Customer focus has also been identified as a pivotal for any organization seeking to reach a level of sustainable performance (Cali, 2009: Mokhtar, 2013). Sustainable performance refers to an expectation that organization is able to react rapidly and efficiently when faced with emerging customer related issues, including a desire for changes within the operations being performed. (Ahire et al, 2009). Thus in order to implement the practice of customer focus successfully, the organization must draw extensively on customer data which typically provides information that enables employees to engage more fully to address customer satisfaction. A successful implementation of customer focus would require the relevant organization to improve the way they are doing their production (Cali, 2009), this in turn would probably bring about greater innovation with the organization.

The relationship between customer focus and employee satisfaction can be gauged due to the strategy of customer focus due to the strategy customer focus that requires high involvement and participation from employees especially the front-line human interaction with the customers. To achieve the objective customer focus, managers need to work closely with the employees. As such, it requires employee empowerment, the practice of customer focus is most likely of value to customer by ultimately improving the overall quality of products (Mokhtar, 2013), this is also associated with improved financial performance.

The strategy of customer focus aims to fulfill the expectation of customers since customer expectation is continuously changing due to the dynamic environment, firms have no other way but to continuously improve the process and products delivered to customers. An effective interaction with customers had been reported as a key for a firm to be an innovative firm (Alam, 2013). The product life cycle today is comparatively shorter than before. New competitors have invaded the telecommunication industry in Uganda with more innovative products, more innovative marketing strategies and more innovative approaches of managing their customer. This requires Airtel Uganda Ltd to continually seek new ways of doing and managing all matters, thus resulting in the innovation of products and services, processes and ultimately the organization. The wide use of information technology in handling customer complaints and feedback is an example of innovation that is related to the practice of customer focus (Krivokapic et al, 2013).

In today's competitive and turbulent environment the number of competitors and intensity of competition is amplifying. As a result, the power is shifting towards the customer. Customers are becoming the focal point and organizations are trying to satisfy the needs of their customers through customized production with the aim of retaining the customers and sustaining the long term and flourishing relationships with their customers. Customer relationships management (CRM) is a strategy for retaining customers and earning high profits. To survive in this competitive environment, companies need to analyze customers' needs and wants and fulfill them so that customer loyalty and satisfaction can be created (Wu et al., 2009). Meanwhile firms implementing customer focus strategy would be able to strengthen the processes involved in producing products or delivering services (Verhoef and Lennon, 2013). As a result, product defects and poor service would be lowered, which in turn contribute to improve cost benefits.

Defects are costly to the firm since it relates to additional considerations such as redo, rework, scrap, and waste. The cost would be even higher in situations where products had already been bought or consumed by the customer or services had been rendered to the customers.

The ultimate objective of customer focus is to better cater the customers by knowing them and creating customer loyalty (Bodet, 2008). Customer relationship management is also known as a managerial approach which works on a customer driven strategy in which different information systems provide all the necessary information which ultimately leads to superior customer satisfaction and loyalty. Customer focus helps companies to create customer-oriented strategies which results in customer retention. Customer focus is a customer retention strategy of using a variety of marketing tactics that leads to customer bonding or staying in touch with the customer after a sale is made (Miller, 2011). Creating one to one relationships with the customers help companies to retain their valuable asset that is customers. The utmost aim of all relationship marketing perspectives and customer relationship management is to create and sustain cooperative and mutual relationship among the organization and customers. These relationships are two way relationships and are long-term oriented. Companies are now focusing on the adaption and integration of new technologies, new processes, people and relationship marketing to benefit them and to deliver value and satisfaction to their customers in order to retain them for life time (Guillen, Nielson, Scheike & Marin, 2011)

Organizations which that carry out good customer focus perform better than those which do not value the power of customers because some customers may prove very difficult to deal with especially if they have complaints others may be a little confused and unsure of whom they want

to see and therefore each customer or visitor needs to be treated differently depending on their requirement, although both require careful handling which can be achieved by the organization through good customer care services (Morgan, 2009). McBride (2012) asserts that organizations which thrive and prosper place great attention on customer care and therefore managers should look at those factors which create customer satisfaction in an organization

2.3 Effect of customer satisfaction on sales revenue

Exceeding the value offered by competitors is key to market success. Consumers decide upon purchases on the basis of judgments about the values offered by suppliers. Once a product or service has been bought, customer satisfaction depends on upon its perceived performance compared to the buyer's expectations. Customer satisfaction occurs when perceived performance matches or exceeds expectations. Successful companies all place customer satisfaction at the heart of their business philosophy and some companies have failed do so as customer needs and expectations have changed.

According to Arnould et al, (2008) customer satisfaction is the consumers' fulfillment response. It is a judgment that a product or service feature itself say, provides a pleasurable level of consumption related fulfillment. Failure to meet needs and expectations is assumed to result in dissatisfaction with product or service. Oliver (2008) states that customer satisfaction can be a judgment that a product or service feature, or the product or service itself, provides pleasurable consumption. Satisfaction can also be described as fulfillment response of service and an attitude change as a result of the consumption . Gibson (2005) put forward that satisfied customers are likely to become loyal customer and that means that they are also likely to spread positive word

of mouth. Understanding which factors that influence customer satisfaction makes it easier to design and deliver service offers that corresponds to the market demands.

Service quality is needed for creating customer satisfaction and the service quality connected to customer perception and customer expectations. Oliver (2008) argues that service quality can be described as the result from customer comparisons between their expectation about the service they will use and their perceptions about the service company. That means that if the perceptions would be higher than the expectations the service will be considered excellent, if the expectations equal the perception the service is considered good and if the expectations are not met the service is will be considered bad.

Business performance is formed by the difference between the customer expectation of a service and actual perceived service. In other words, customer dissatisfaction occurs if the expectations are greater than the performance (Wisniewski, 2001). An analysis of gaps between customer expectations and the performance of a company or organizations is a cornerstone to monitor the overall corporate performance.

Customer satisfaction occurs when a customer's experience of a service match the expectations and customers are impressed when they get more than they anticipated (Simms, 2013). However, in Uganda it is still new and some organizations are yet to embrace it, a satisfied customer will do the following; will tell well about the product on market; will buy again; will pay less attention on other competing products and will leave other products and starts consuming one with more satisfaction.

According to Barbara (2002) customers are the king in the business organization and therefore in a bid to maximize sales volumes, organizations should serve customers efficiently. Customer

complaints should be handled carefully if an organization is to retain and sustain the existing customer and thus the organization should not do things that irritate the customer but rather should focus on those factors which impress customers but encourage them to return (Kireet,2010)

The nature of the product or service is very important influencing customer satisfaction and the product is quality is measured by performance reliability, dependability and durability (Keaf, 2003). This besides aspects like aesthetics features of the product, the quality of product is what the customer actually perceives to derive satisfaction rather than what the product actually is.

According to Jones and Sasser (1995), top businesses recognize the importance of listening to their customers as part of their strategy to manage satisfaction. Customer satisfaction indices are based on surveys of customers and results plotted to reveal changes in satisfaction levels. In today's competitive climate, it is often not enough to match performance and expectations. Airtel has to make sure that the services provided to customers meet or exceed the customer expectations for commercial success so that the customers are delighted with the outcome. The importance of customer satisfaction is supported by studies which show that higher levels of customer satisfaction lead to higher financial (sales revenue) performance, greater customer loyalty and the willingness of customers to pay.

They further state that customer satisfaction is a prime determinant of long term financial performance of firms, this particular true for service firms where increased loyalty can substantially increase profits. Service firms focus on achieving customer satisfaction and loyalty by delivering superior value, an underlying source of competitive advantage (woodruff, 1997).

For service firms the challenge is indentifying the critical factors that determine customer satisfaction and loyalty.

Satisfaction is defined by different studies in different ways. Satisfaction can be obtained because of what was expected, if supply of a firm were according to expectations of customers, they would be satisfied. The amount of high and low satisfaction depends upon the level of supply that meets the level of expectation or fall above or below to that (Gerpott, Rams and Schindler, 2001). Satisfaction of customer is used for indication of future possible sales revenue, it is a necessary foundation for company to retain the existing customers. The customers who are unsatisfied with received services would not be expected to have a long run relationship with the company, poor services can also cause dissatisfaction . Services which cannot achieve customer expectation may will definitely cause dissatisfaction among customers, (Rust and Zahorik, 1991). Variation in the quality and value of products and services provided to customers creates variation in customer satisfaction and that creates variation in customer loyalty which in the long run escalates the level of sales revenue within an organization.

Customer satisfaction is generally understood as the satisfaction that a customer feels when comparing his preliminary expectations with the actual quality of the service or product acquired. In other words, customer are typically concerned with the value and quality of the product or service for a low cost. The perception of the best product or service and lower price can, however, vary significantly by customer segment or industry. In order to obtain an overall picture of customer perception, a company or organization needs to measure the customer. (Czarnecki 1998)

2.4 The effect of customer recommendation on market share

Brown et al., (2005) speculated satisfaction effects on customer recommendation. He described it as information related to the service, products, firms and stores, which are spread by satisfied customers. It can be the type of communication through individuals effort which is profitable in the short and long run. Customer recommendation has been frequently addressed in many firms and especially in services ventures classically, it has been viewed as an element in the framework that constructed from satisfaction-profit relationship. Satisfaction has assumed to affect customer recommendation or word of mouth, which consequently affects the profit of the firms, the ultimate goals that companies are looking to increase (S'derlund and Rosengren, 2007). Dissatisfied customers can expand their notions by using word of mouth in a negative manner, and most of them never back to the company for repurchasing whereas, Loyal customer are the promoters of companies by employing word of mouth in positive way to help increase theirs thus leading to higher profits.

Successful business companies must obtain new and existing customers to be capable of obtaining the products and services provided rather than switch to competitors. Quality of service is considered a critical success factor for telecommunications to differentiate from competitors , it can also lead to customer satisfaction which will tend to lead to repurchase from the service provider (Eshghi et al, 2008) in turn, company revenue will increase in the long run thus improving the performance.

According to Steve Barton (2013) customer or word of mouth recommendation is considered the best form of advertising, because it is persuasive, credible and free. People know that somebody will only recommend something if they are prepared. The accepted way to make this happen is to

provide good service that customers spontaneously talk about to friend. But only 15% of your customers will actually be influencers, it doesn't matter if they don't buy your product themselves, what matters is that they talk to 20 people about it. You need to get these people involved.

He further states that your regular customers, business connections, friends and family are likely to contain a host on influencers. But even if you don't know who exactly is spreading the word, you can still mount a word of mouth marketing campaign. What matters initially is understanding why people will about your business and then how you can coax them into talking more. Customer recommendation works best when you have got something new to say not necessarily a new product but perhaps an innovation on a product. The key is to identify the talk point what your influencers want to talk about rather than what you want to say.

Companies marketing programs are developed to persuade consumer about the product value proposition. There is a fairly strong sense that customer recommendation is important and that some people may be more influential than others at creating it. Customer recommendation shows that when a customer feels that the company communicates to him or her as a friend or as an unbiased speaker, the consumer relaxes and tends accept the product information (Dichter, 1996). Communication forces trigger a psychological mechanism of involvement that truly motivates consumers to purchase a product.

Managers are aware of the effect of customer recommendation and the attempt to manipulate it to effective implement a word of mouth campaigning. Yet managers have to reveal how to hone and deploy a message that consumers are likely to pass on and the impact of those messages, allowing estimation of the tangible effects of customer recommendation on brand equity and

sales. These insights are essential for companies that want to harness the potential of customer recommendation and to realize higher returns on their marketing communication behavior. Prior studies have indicated that the marketing messages produce effects because consumers expect marketers to persuade them and consider this communication appropriate, especially in group messages and supporting activities (Pechmann and Wang 2010).

A company's performance maybe measured by sales, profits, customer loyalty, market share and so on. Studies suggested that customer recommendation or word of mouth may be generated by strong and stable customer relationships (Verhoef, Franses, & Hoeskstra 2002). Perhaps, companies face difficulties to build customer loyalty because they are unable to create strong emotional bonds with their customers and by trust and commitment customers are willing to return on loyalty (Yim, Tse & Chan 2008). A well developed communication strategy maybe a way consumption.

In an environment in which there has been a a reduction in consumer trust of both organization and advertising, as well as a decrease in television advertising, customer recommendation offers a way to obtain a significant competitive advantage. The important role it plays has been long recognized by diffusion of innovation and has been acknowledged as the most important communication source between customers (Derbiar and Valnhamme, 2003). Customer recommendation is known to convey vivid novel experience that are pleasant when positive and denigrating and complaining when negative. It plays an important role for service organization, as intangibility makes the pre-purchase trial of services impossible and is also particular important when services are complex or have high perceived risk. (Brown et al, 2005)

Customer recommendation plays an important role in social learning and it is likely that “weak ties” provide a more efficient outcome in the diffusion of an idea if contacts are more frequent and information obtained from numerous resources (Hines 2004). When consumers feel positively about their product experience, they know that their experience is real, are confident that it is correct, and can absolutely trust that they have their own best interests at heart. This consist of processing speed and service capabilities to respond promptly to customer service requests, and wait a short and queuing time. More specifically, responsiveness is defined as the willingness or readiness of employees to provide services. It contains the timeless of service, it also contains understanding the needs and requirements of the customer, easy operation in time, individual attention provided by the staff, attention to the problem and customers safety in their dealings (Kumar et al., 2009).

Who else could be as authentic, reliable, and believable? Thus, it is not surprising that the use of consumer-generated testimonials is a flourishing phenomenon—especially in online environments. Marketers have found creative ways to facilitate self-testimonials and to promote them to others as WOM through spreadable media formats. For example, a firm may offer its customers the chance to write about their experiences on the product website or to compose an essay or produce a video as an ode to the brand (Mazzarol et el 2007)

2.5 Relationship between Market Orientation and Business Performance

A market orientation is positioned to improve business performance, so, those organizations which are market oriented can better understand the customer needs and try to satisfy them

Kohli and Jaworski (1990) argue that by spreading a sense of pride and camaraderie among employees, market orientation enhances organization. Those employees who are committed

towards their work are less likely to be absent and contribute to attain the goods of an organization. Learning is the acquisition, interpretation and dissemination of the organization information inside firms, culture (Slater and Narver, 1995), and learning is a cultural process accumulated the organization and circulated within its firms

Market orientation concentrates on customers' needs. Customer orientation includes more quality in products, firm's commitment, positive word-of-mouth, customer satisfaction, loyalty and retention. Market orientation enhances customer satisfaction and loyalty because firms are well positioned to anticipate customer needs and offer goods and services to satisfy those needs (Slater and Narver, 1996).

Innovation includes firms' innovativeness and ability to create and implement new ideas, products and process (Hull and Ketchen, 2001). Market orientation helps in improving and enhancing an organization's innovativeness and new product performance. With the changing time, the needs and preferences of customer change, so, innovation helps the organization to launch or offer such products or services respectively for their customers which may fulfill their current or anticipated need.

Market orientation helps firm respond to change in customer needs; so, it is associated with environment in order to maximize their performance (Schoham et al, 2005). Resource based view theory postulate that differential firm resources give size to superior strategy and performance. Market orientation not only helps firms to improve the resource but also equip the organization with optimize use of available resources.

The relationship between market orientation, strategy implementation, and performance is robust across environmental contexts. Market orientation identifies ideal behavioral profiles for

organizations seeking to maximize performance by considering the scope and impact of market orientation on strategy implementation. This is accomplished by considering market orientation and strategy profiles in relation to performance in holistic co-alignment perspective. Market orientation helps in identifying varying degrees of market turbulence and competitive intensity.

2.6 Conclusion

The literature reviewed give an over view of market orientation and business performance, the different aspects offered by market orientation activities and as well as the ways they help or impact on business performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents approaches that helped the researcher to collect data. It lays the possible procedures that the researcher used in conducting the research, it is categorized into the research design, study area and population of study, sample size and selection, data collection methods and research instruments, source of data, data analysis and representation, validity and reliability, ethical consideration, limitation of the study.

3.1 Research Design

The study adopted a case study research design. The case study research method is empirical inquiry that investigates a contemporary phenomenon within its real-life context. The study employed both qualitative and quantitative techniques that helped in the data management. The qualitative methods focused on collecting information especially from those working in the company with experience using the interview guides.

3.2 Study Area

The study was carried out in Kampala District. This area was purposely chosen because the main branch is located in Kampala, therefore, it was easy for the researcher to collect data. The area study was sufficient for the researcher since it is one of the biggest and busiest branches of Airtel Uganda Ltd.

3.3 Population of the Study

The study population were employees of Airtel telecommunication company, specifically at the main branch (Jinja road). The study population consisted of 90 employees (Human Resource manager report) that helped determine the sample size.

3.4 Sample size and sampling techniques

3.4.1 Sample Size

A sample is a subgroup of population one is interested in. A sample size comprised 73 (Krejcie and Morgan,1970) from 90 employees as population, the sample size was enough to collect the needed information and represented the population.

3.4.2 Sampling Techniques

The researcher used purposive sampling in the selections of respondents because of his or her knowledge of the kind of people who ought to appear in the study.

Sampling is the process of selecting a few from a bigger group to become the basis for estimating or predicting the prevalence of unknown piece of information, situation or outcome regarding the bigger group (Ranjit Kumar, 2011).

3.5 Data Sources

Two source of data was used for the purposes of the research. These included the primary and secondary data sources.

3.5.1 Primary Data

According to Currie. D (2005), primary data is research that produces data only obtainable directly from an original source. In certain types of primary research, the researcher has direct contact with the source of the data. The researcher obtained data from Airtel Company Uganda Ltd by administrating the questionnaires of the staff members and this enabled the researcher to cover a large population quickly.

3.5.2 Secondary Data

Currie(2005), defines secondary data as data that has already been collected and readily available from other sources. Such data is cheaper and more quickly obtainable than primary data and also maybe available when primary data cannot be obtained at all. Secondary data was got from sources like libraries, online information, text books, newspapers and unpublished research reports.

3.6 Data Collection Methods and research Instruments

The researcher used the following instruments (methods) in the process of data collection; interviews guides and questionnaires. The two instruments were used so as to allow triangular and collaboration.

3.6.1 Questionnaires

A questionnaire containing close ended questions were constructed according to the study objectives and administered to the selected number of respondents. Close ended questions were used for collecting data for the quantitative analysis.

3.7.2 Interview guides

This was composed to the process and questions to be asked the respondents in a logical order. It was used to elicit qualitative data from respondents because this instrument has the ability to elicit in-depth information from respondents since it allows probing during the course of the interview. The tool helped the researcher get on a one on one treatment with the respondents which eased the acquisition of information

3.6.3 Documentary review

The researcher used documentary review such as Human Resource Manager reports and check in and checkout registrations to be certain of the number of employees in Airtel Uganda Ltd and to get more data.

3.7 Data Analysis and Presentation.

The field data was managed, analyzed and presented using both qualitative and quantitative approaches. Data from interview guides and close-ended questionnaires were grouped and categorized under broad themes. On the other hand the researcher graded qualitative responses in order to draw conclusion regarding objectives the study

The researcher carried out an analysis using a tool (software) into which data was fed, processed and analyzed with the help of the SPSS Version 16 computer package for social scientists to get bi-variant and frequencies and the percentages which were used in making conclusions on the objectives of the study.

The researcher used the questionnaire to gain an understanding of underlying reasons, opinions, and motivations. It provided insights into the current phenomenon. The data was analyzed using

content analysis and theme analysis whereby responses would be grouped into themes, interpreted and presented together with descriptive statistics of quantitative data. Data was presented in tables.

3.8 Reliability and Validity

The researcher seeks to ensure that all the data collected is tested for reliability and validity. This was done by triangulating all the data available which involved checking and double checking the sources of all the data, especially the documented material.

The researcher used key informants to check on the accuracy of the responses from the respondents and all the data entry and analysis will be performed by the researcher himself to reduce on clerical errors.

Lastly, but not least, a pre-testing of questionnaires was conducted in order to establish how long it took to fill out this particular tool, confirm that all study objectives are covered and create more clarity in the questions by weeding out ambiguous and vague questions

3.9 Ethical Consideration

Voluntary informed content; verbal voluntary consent was sought from all respondents to grant the opportunity of marking their decisions as to whether they are to participate in the research. In obtaining consent a number of techniques or stages were used. Confidentially involved carrying out interviews in a suitable environment where respondents feel safe to express themselves mainly in their work places.

3.10 Limitations to the Study

The telecommunication company was not willing to give their confidential information that was sufficient to the researcher. However the research convinced them that the study is intended to help them improve their problems.

Financial drawbacks like travelling expenditure to the place of the case study strained the researcher's activities on many fronts. Considering the time of data collection, marrying both class work and field work was also result to a challenge.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF THE FINDINGS

4.0 Introduction

This chapter presents findings from empirical data collected from the field, the questionnaires, which were the research tool used consisted of questions which were derived for each dimension of the independent and dependent variables respectively as reflected in the conceptual frame work in chapter one, these same dimensions derived our study objectives; effect of customer focus on profitability, effect customer satisfaction on sales revenue, effect customer recommendation on market share. These findings were obtained from both primary and secondary sources. They were presented and analyzed using SPSS, frequency tables and percentages which were used to determine the relation between market orientation and business performance.

The response rate was 89% because the researcher spent his time in collecting the data and the respondents were cooperative.

4.1 Demographic characteristics of respondents

In this section, the researcher aimed at establishing the personal characteristics of the respondents to the study. These included information like; Gender, age group, education level and duration worked at Airtel Uganda Ltd. The following were the results;

4.2.1 Gender Characteristics of respondents

Frequency tabulation was used by the researcher to present the gender distribution of the respondents. This is as shown in the table 4.1 below:

Table 4. 1: Showing Gender Characteristic of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	37	56.9	56.9	56.9
female	28	43.1	43.1	100.0
Total	65	100.0	100.0	

Source: Primary Data (2016)

The results in table 4.1 revealed that the majority of the respondents were male who participated in the study. Male were 56.9% whereas 43.1% were female respondents. The gender difference could be due to the fact that most of works done at Airtel Telecommunication Company require people that can easily do the work and work for long hours in marketing the product of the company

4.2.2 Age Bracket

The study captured the different age brackets of respondents in order to establish the most prevalent group, the respondents were asked to state their age brackets. The distribution was as in the table below:

Table 4. 2: Showing frequency tabulation of the age brackets of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	37	56.9	56.9	56.9
	30-39 years	21	32.3	32.3	89.2
	40-49 years	7	10.8	10.8	100.0
	Total	65	100.0	100.0	

Source: Primary data (2016)

Results in table 4.2 above, revealed that respondents of different age brackets ranging from 20 years to 49 years participated in the study. From the table it is noted that respondents of age brackets indicated that majority of the respondents were 56.9% aged between 20-29 years, followed by 32.2% aged between 30-39 years, 7% of respondents aged between 40-49 years. This showed that the company is employing young people that can easily work at any time.

4.2.3 Education level

In order to be sure of the quality of the information given, the respondents were requested to give their level of education and the response is portrayed below.

Table 4. 3: Showing Frequency tabulation of the education level of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A' level	1	1.5	1.5	1.5
	Post graduate	12	18.5	18.5	20.0
	Diploma	7	10.8	10.8	30.8
	Degree	45	69.2	69.2	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

From table 4.3 above, it is noted that the qualification of respondents include; A' level, Bachelor's degree, post graduate and Diploma

The results show that Bachelor's degree holders formed a majority of the study respondents with 69.2%, diploma holders constituted 10.8% of the respondents, 18.5% constituted post graduate holders of the total respondents and least were A' level.

This implied that the Airtel Uganda Ltd employees qualified people who can perform to the required standards.

4.2.4 Duration spent in the organization

As a precondition to assess the reliability of the data collected, the respondents were requested to indicate the period they have worked with the organization. Their response was as given below.

Table 4. 4: Showing Serving duration of respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	11	16.9	16.9	16.9
	1-3 years	31	47.7	47.7	64.6
	4-6 years	22	33.8	33.8	98.5
	Above 7 years	1	1.5	1.5	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

From the table 4.4 above, the results revealed that 16.9% of the respondents who provided information had spent less than a year, 47.7% of the respondents had spent between 1-3 years, 33.8% of respondents had worked in the organization between 4-6 years and 1.5% of the respondents had worked above 7 years.

This implies that most of the respondents in the organization had spent less time due to the merger that took place between Warid and Airtel.

4.3 Customer focus on profitability

4.3.1 Focus on customers' needs helps you to retain.

The study also determined the focusing on customers' needs helps you to retain them of the respondents. The results are summarized as in table below;

Table 4. 5: Showing customer focus on profitability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	23	35.4	35.4	35.4
	Strongly Agree	42	64.6	64.6	100.0
	Total	65	100.0	100.0	

Source: primary source (2016)

Findings in table 4.5 portrays that 35.4% of the respondents agreed that focus on customers' needs helps you to retain them while 64.6% of the respondents strongly agreed , this goes in hand with Ryals and Knox (2001), who emphasized that consumer relationship management is relationship orientation, customer retention and superior customer value created through process management.

This implied that focus on customers' needs helps in retaining customer since majority or the respondents agreed with the statement of focus on customers' needs helps you to retain them.

4.3.2 Introduction of new technology has led to a positive relationship thus increase in revenue

The study also determined the introduction of new technology has led to a positive relationship thus in revenue of the respondents. The results are summarized as below;

Table 4. 6: Showing Introduction of new technology has led to a positive relationship thus increase in revenue

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Sure	1	1.5	1.5	1.5
Agree	40	61.5	61.5	63.1
Strongly Agree	24	36.9	36.9	100.0
Total	65	100.0	100.0	

Source: primary data

Findings in table 4.6 portrays that 61.5% of the respondents agreed that the introduction of new technology has led to a positive relationship thus increase in revenue, this is in line with (Alam, 2013) who said, an effective interaction with customers had been reported as key for a firm to be an innovative firm. 1.5% of the respondents were not sure while 36.9% of the respondents strongly agreed.

This implies that the introduction of new technology is important to Airtel Uganda Limited leads a positive relationship thus increasing the revenue.

4.3.3 Customer focus helps the organization keep in touch with the customer after transaction thus increase in profits

The study also determined customer focus helps the organization to keep in touch with the customer after transaction thus increase in profits of the respondents. The results are summarized as below;

Table 4. 7: Showing Customer focus helps the organization keep in touch with the customer after transactions thus increase in profits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Sure	3	4.6	4.6	4.6
Agree	41	63.1	63.1	67.7
Strongly Agree	21	32.3	32.3	100.0
Total	65	100.0	100.0	

Source: primary data

Findings from Table 4.7 show that 63% of the respondents agreed to customer focus helping the organization keep in touch with the customers after transactions, 32.3% of the respondents strongly agreed while 4.6% were not sure. High percentages of agree and strongly agree implied that customer focus helps the organization keep in touch with the customer after transactions thus increase in profits.

This implies that customer focus has helped Airtel Uganda Limited to keep in touch with customers after sales.

4.3.4 When our customer needs and wants are fulfilled we obtain profits

The study also determined when our customer needs and wants are fulfilled we obtain profits of the respondents. The results are summarized as below;

Table 4. 8: Showing When our customer needs and wants are fulfilled we obtain profits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	1.5	1.5	1.5
Not Sure	6	9.2	9.2	10.8
Agree	33	50.8	50.8	61.5
Strongly Agree	25	38.5	38.5	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Respondents were asked to indicate the extent when customer needs and wants are fulfilled they obtain profits. Findings in table 4.5.4 show that majority of the respondents had agreed with 50.8% and 38.5% strongly agreed while 1.5% disagreed and 9.2% of the respondents were (uncertain) not sure.

This implied that when Airtel Uganda Limited fulfills its customers' needs it helps them to obtain profits.

4.3.5 After sales services are an important part of customer focus

The study also determined after sales services are an important part of customer focus of the respondents. The results are summarized as below;

Table 4. 9: Showing After sales services are an important part of customer focus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.6	4.6	4.6
	Not Sure	5	7.7	7.7	12.3
	Agree	39	60.0	60.0	72.3
	Strongly Agree	18	27.7	27.7	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

Findings from table 4.9 show that 60% of the respondents agreed with after sales services are an important part of customer focus, 4.6 % of the respondents disagreed and 7.7% were not sure. While 27.7% of the respondents strongly agreed. Therefore the researcher can conclude that after sales services are an important part of customer care.

This implies that after sale services are needed by Airtel Uganda Limited in order to carry out customer focus.

4.3.6 Findings on correlation of Customer focus and Profitability

Table 4. 10: Showing Correlation on Customer focus and profitability

		Customer focus	Profitability
Customer focus	Pearson Correlation	1	.178
	Sig. (2-tailed)		.156
	N	65	65
Profitability	Pearson Correlation	.178	1
	Sig. (2-tailed)	.156	
	N	65	65

Source: primary data (2016)

From table 4.10 have a correlation results of .178 and .156 which shows a positive relationship between customer focus and profitability. The findings show to a great extent that customer focus leads to generating of profits in Airtel Uganda Ltd. According to Cali (2009), he stated that customer focus has also been identified as a pivotal for any organization seeking to reach a level of sustainable performance.

This implies that Airtel Uganda limited can yield profits if they implement customer focus activities.

4.4 Customer Satisfaction on Sales revenue

The study also determined customer satisfaction has maintained or improved level of sales of the respondents. The results are summarized as below;

Table 4. 11: Showing Customer Satisfaction has maintained or improved level of sales revenue

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	27	41.5	41.5	41.5
Strongly Agree	38	58.5	58.5	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Table 4.11 above shows 58.5% of the respondents strongly agreed that customer satisfaction has maintained or improved levels of sales revenue while 41.5% of the respondents also agreed to the statement. Findings therefore imply that customer satisfaction has maintained or improved level of sales revenue.

This implies that when Airtel Uganda Limited satisfies its customers, levels of sales revenue are maintained or improved.

4.4.1 Customers are allowed to give feedback in form of compliments, complaints and suggestions thus the growth of our company

The study also determined customers are allowed to give feedback in form of compliments, complaints and suggestions thus growth of our company of the respondents. The results are summarized as below;

Table 4. 12: Showing customers are allowed to give feedback in form of compliments, complaints and suggestions thus the growth of our company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	3.1	3.1	3.1
Not Sure	5	7.7	7.7	10.8
Agree	33	50.8	50.8	61.5
Strongly Disagree	25	38.5	38.5	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Findings in table 4.12 shows that 50.8% of respondents agreed with customers being allowed to give feedback in form of compliments, complaints and suggestions thus growth of our company, although 38.5% strongly disagrees with the statement which implies that feedback in form of compliments, complaints and suggestions have an effect on the company growth. 7.7% of the respondents were not sure while 3.1% disagreed with the statement.

The finding in the study is backed up by Jones and Sasser (1995) who both stated that top businesses recognize the importance of listening to their customers as part of their strategy to manage satisfaction.

This implies that Airtel Uganda Limited gives a chance to its customers to give feedback in from of compliments, complaints and suggestion to increase growth.

4.4.3 Exceeding customer expectation enhances customer satisfaction

The study also determined exceeding customer expectation enhances customer satisfaction of the respondents. The results are summarized as below;

Table 4. 13: Showing exceeding customer expectation enhances customer satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	1.5	1.5	1.5
Not Sure	2	3.1	3.1	4.6
Agree	31	47.7	47.7	52.3
Strongly Agree	31	47.7	47.7	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Respondents were asked if exceeding customer expectation enhances customer satisfaction. From table 4.13, findings show that majority of the respondents agreed and strongly agreed with 47.7% response rate while 3.1% of the respondents were not sure and 1.5% of the respondents

disagreed. Due to the majority strongly agreeing and agreeing, the researcher can conclude that exceeding customer expectation enhances customer satisfaction thus increase in sales.

This finding is in agreement with the study of Wisniewski (2001), who stated that customer dissatisfaction occurs if expectations are greater than the performance. In the researchers finds the respondents agreed that exceeding customer expectation enhances customer satisfaction

This implies that Airtel Uganda Limited believes that exceeding customer expectation enhances customer satisfaction.

4.4.4 Variation in the quality and value of products and customer satisfaction leads to increase in sales revenue

The study also determined variation in quality and value of products and customer satisfaction leads to increase in sales revenue of the respondents. The results are summarized as below;

Table 4. 14: Showing variation in the quality and value of products and customer satisfaction leads to increase in sales revenue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	4.6	4.6	4.6
	Not Sure	3	4.6	4.6	9.2
	Agree	37	56.9	56.9	66.2
	Strongly Agree	22	33.8	33.8	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

From table 4.14 above, majority of respondents agreed with variation in the quality and value of products and customer satisfaction leads to increase in sales revenue with 56.9%. This is backed up by Keaf (2003), who stated that the nature of the product or service is a very important influence customer satisfaction and the product quality is measured by performance reliability, dependability and durability.

This implies that quality and value of products plays a big part in the increase of sales revenue in Airtel Uganda Ltd.

4.4.5 Airtel Uganda Ltd is quick to detect changes in sales revenue trends due to customer satisfaction

The study also determined Airtel Uganda Ltd is quick to detect changes in sales revenue trends due to customer satisfaction of the respondents. The results are summarized as below;

Table 4. 15: Showing Airtel Uganda Ltd is quick to detect changes in sales revenue trends due to customer satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	10	15.4	15.4	15.4
	Agree	36	55.4	55.4	70.8
	Strongly Agree	19	29.2	29.2	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

Findings from table 4.15 show that the majority of the respondents agreed with 55.4% that Airtel Uganda Ltd is quick to detect changes in sales revenue trends due to customer satisfaction, and 29.2% strongly agreed while 15.4% were not sure.

This finding is in agreement with Barbara (2002) who stated that customers are the king in the business organization and therefore in a bid to maximize sales volumes, organizations should serve customers efficiently.

This implies that Airtel Uganda Limited has the ability to quickly detect changes in sales revenue trends.

4.4.6 Relationship between Customer satisfaction and sales revenue

Table 4. 16: Showing Correlation of Customer satisfaction on sales revenue

		Customer satisfaction	Sales revenue
Customer satisfaction	Pearson Correlation	1	.110
	Sig. (2-tailed)		.384
	N	65	65
Sales revenue	Pearson Correlation	.110	1
	Sig. (2-tailed)	.384	
	N	65	65

Source: primary data (2016)

Table 4.16 with correlation of 0.110 and 0.384 respectively, the findings show that there is a positive relationship with performance activities. The findings are also in agreement with Jones

and Sasser (1995), they stated that importance of customer satisfaction is supported by studies which show that higher levels of satisfaction lead to higher financial (sales revenue) performance. .

This implies that Airtel Uganda Limited applies customer satisfaction to obtain sales revenue.

4.5 Customer recommendation on market share

4.5.1 Customers who talk about us has led to increase in market share

The study also determined customers who talk about us has led to increase in market share of the respondents. The results are summarized as below;

Table 4. 17: showing customers who talk about us has led to increase in market share

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	3.1	3.1	3.1
Not Sure	7	10.8	10.8	13.8
Agree	31	47.7	47.7	61.5
Strongly Agree	25	38.5	38.5	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Respondents from table 4.17 showed that majority of them agreed that customers who talk about us has led to increase in market share with 47.7% and 38.5% strongly agreed with the statement which implies that customers who talk about Airtel Uganda Ltd has led to increase in market share. However, 3.1% of the respondents disagreed and 10.8 of the respondents were not sure.

The findings in the study agree with Brown et al (2005), they stated that speculated satisfaction effects on customer recommendation. Brown further described it as information to the service, products, firms and stores, which are spread by satisfied customers. It can be the type of communication through individuals efforts which is profitable in the short and long run.

This implies that Airtel Uganda Ltd encourage customer recommendation which indicates increases in market share.

4.5.2 Customer recommendation or word of mouth is considered the best form of advertising that has led to customer creation.

The study also determined customer recommendation or word of mouth is considered the best form of advertising that has led to customer creation of the respondents. The results are summarized as below;

Table 4. 18: showing customer recommendation or word of mouth is considered the best form of advertising that has led to customer creation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.5	1.5	1.5
Disagree	8	12.3	12.3	13.8
Not Sure	8	12.3	12.3	26.2
Agree	36	55.4	55.4	81.5
Strongly Agree	12	18.5	18.5	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Findings in table 4.7.2 showed that the respondents who were not sure and who disagreed had the same number with 12.3%, although majority of the respondents agreed with 55.4% that customer recommendation is or word of mouth is considered the best form advertising that has led to customer creation in Airtel Uganda Ltd. This in line with Steve Barton (2013), who stated that customer recommendation best form of advertising, because it is persuasive, credible and free. Also 18.5% of the respondents strongly agreed with the statement.

This implies that customer recommendation is consider the best for of advertising by Airtel Uganda Limited since its genuine.

4.5.3 Customer recommendation is generated through strong and stable customer relationships thus customer creation

The study also determined customer recommendation is generated through strong and stable customer relationships thus customer creation of the respondents. The results are summarized as below;

Table 4. 19: Showing customer recommendation is generated through strong and stable customer relationships thus customer creation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	9	13.8	13.8	13.8
	Agree	33	50.8	50.8	64.6
	Strongly Agree	23	35.4	35.4	100.0
	Total	65	100.0	100.0	

Source: primary data (2016)

Respondents were asked to indicate whether customer recommendation is generated through strong and stable customer relationships thus customer creation, according to the finding in table 4.7.3, 50.8% of the respondents agreed and 35.4% strongly agreed and 13.8% of the respondents were not sure or were uncertain about the statement.

The findings in this study are in agreement with Verhoef, Franses, Hoeskstra (2002). They stated that a company's performance maybe measured by sales, profits, customer loyalty, market share and so on. Studies have suggested that customer recommendation or word of mouth may be generated by strong and stable customer relationships.

This implies that customer recommendation is generated through strong and stable customer relationships thus customer creation for Airtel Uganda Ltd.

4.5.4 Customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd

The study also determined customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd of the respondents. The results are summarized as below;

4.5.5 Customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd

Table 4. 20: Showing customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	3.1	3.1	3.1
Not Sure	4	6.2	6.2	9.2
Agree	44	67.7	67.7	76.9
Strongly Agree	15	23.1	23.1	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

From table 4.7.4, most of the respondents agreed that customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd with 67.7%, 23.1% strongly agreed and 6.2% were uncertain while 3.1% of the respondents disagreed. Due the high percentage that agreed.

this implies that the researcher can conclude to say that customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd.

4.5.6 Customer recommendation is considered reliable when the information is obtained from numerous consumers are used for the best benefit of our organization

The study also determined customer recommendation is considered reliable when the information is obtained from numerous consumers are for the best benefit of our organization of

the respondents. The results are summarized as below;

Table 4. 21: Showing customer recommendation is considered reliable when information is obtained from numerous consumer are use for the best benefit of our organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	3.1	3.1	3.1
Not Sure	2	3.1	3.1	6.2
Agree	38	58.5	58.5	64.6
Strongly Agree	23	35.4	35.4	100.0
Total	65	100.0	100.0	

Source: primary data (2016)

Table 4.21 portrays that 58.5% of the respondents agreed that customer recommendation is considered reliable when information is obtained from numerous consumers are used for the best benefit of our organization and also 35.4% strongly agreed with the statement. The respondents that disagreed and those that were not sure shared the same percentage of 3.1%.

This implies that customer recommendation is considered reliable when the information is obtained from numerous consumers are used for the best benefit of Airtel Uganda Ltd.

4.5.7 Correction of customer recommendation and market share

Table 4. 22: Showing correction of customer recommendation and market share

		Customer recommendation	Market share
Customer recommendation	Pearson Correlation	1	.153
	Sig. (2-tailed)		.225
	N	65	65
Market share	Pearson Correlation	.153	1
	Sig. (2-tailed)	.225	
	N	65	65

Source: primary data (2016)

The findings in table 4.22 shows that there is a positive relationship between customer recommendation and market share with of findings 0.153 and 0.225. The figures are supported by Steve Barton (2013), who stated that people know that somebody will only recommend something if they are prepared. The accepted way to make this is to provide good service that customer spontaneously talk about to friends. Managers have to reveal how to hone and deploy a message that consumers are likely to pass and the impact of those messages, allowing estimation of the tangible effects of customer recommendation on brand equity and sales thus increase in market share.

This implies that Airtel Uganda Limited encourages customer recommendation thus increase in market share

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The purpose of this chapter is to discuss the findings ,draw conclusions to the results presented in chapter four .The chapter also contains recommendations and conclusions according to the objectives of the study. It finally ends with suggestions for further research.

5.1 Summary of findings

5.1.1 The effect of customer focus on profitability

From the findings and research that was carried, the results reveal that majority of the respondents agreed that customer focus has a major impact on profitability within an organization. Most of the respondents agreed that focusing on customers helps Airtel Uganda Ltd to retain the customers, majority of the respondents also agreed that customer focus helps Airtel Uganda Ltd to keep in touch with the customer after transactions thus increase in profits and that the introduction of new technology has led to a positive relationship thus increase in revenue with the organization.

5.1.2 The effect of customer satisfaction on sales revenue

According to the research carried out, the results revealed that majority of the respondents agreed that customer satisfaction has maintained or improved the level of sales revenue, when customers are satisfied, it is guaranteed that number levels sales will increase and when the customer are dissatisfied the levels of sales will drop or decrease. Most of respondents also agreed that

exceeding of customer expectation enhances customer satisfaction thus increase in sales and that the variation in the quality and value of products and customer satisfaction leads to increase in the sales revenue. A high number of respondents also agreed that customers who are allowed to give feedback in form of compliments, complaints and suggestions leads to the growth of the company and that changes in sales revenue trends are quickly detected to keep in with the customer satisfaction.

5.1.3 The effect of customer recommendation have on market share

From the findings in the research that was carried out, most of the respondents agreed that customer recommendation has an effect on market share because customers who talk about Airtel Uganda Ltd has led to increase, majority of the respondents also agreed that customer recommendation is considered reliable when the information is obtained from numerous consumers are used for the benefit of the organization. The respondents also agreed that strong and stable customer relationships has led to customer creation.

5.2 Conclusions

Basing on the results, it can be justifiable as follows as;

5.2.1 Effect of customer focus on profitability

The result of this study concluded that customer focus is required in order for the organization to obtain profits, customer focus relates to the alignment of the organization's vision, strategy, people, process and system to deliver on identified customer needs and the implementation of customer focus in organization is needed to generated profits. Failure to focus on customer needs leads to a decline in profits.

5.2.2 Effect of customer satisfaction on sales revenue

From the research that was carried out, results show that customer satisfaction has an effect on sales revenue within an organization. Most of the respondents in (table) show that they agreed with the statements that have an impact on sales revenue and a few of the respondents disagreed with the statements. Therefore it was concluded that customer satisfaction plays a major role in the yielding of sales revenue. Satisfied customers through meeting their expectations or exceeding them leads to increase in sales and dissatisfied customers will leads to decrease in sales revenue.

5.2.1 Effect of customer recommendation on market share

Customer recommendation is influenced by satisfied customer who later on spread the word about the organization's product or service to other people. Satisfaction has assumed to affect customer recommendation or word of mouth, which consequently affects the sales and profits of the firm. Finding the study reveal that majority of the respondents agreed with customer recommendation having an effect on market share, due to the persuasion that customer recommendation creates, the market share of the organization increases and when customer are not satisfied or not impressed about the product, they will spread negative information to fellow customers thus decrease in market share.

5.3 Recommendation

The study felt that in order to maximize profits, Airtel Uganda Ltd should continue focusing on their customers through creating good customer relations between the organization and the customers. The organization has to make sure they put their customer first and meet the needs of

the customers, they could do this by interviewing customers and asking them the kind of service or product they would like to see the firm offer.

Management should emphasize the satisfaction of customers, they could develop strategies that will lead them to achieve customer satisfaction. Producing or providing high quality products and services is a good way of arriving to customer satisfaction objectives. Therefore, management should continuously aim at matching or exceeding customer expectations in order maintain customer satisfaction. Customer complaints should be handled carefully if Airtel Uganda Ltd is retain and sustain the existing customer and thus the organization should not do things that irritate the customer but rather should focus on those factors which impress customers and encourage them to return.

The study recommends that in order for Airtel Uganda to encourage customer recommendation by satisfying their customers. A satisfied customer will tell well about the product on market, will buy again and will pay less attention on other competing products and will leave other products and starts consuming one with more satisfaction. Management should be aware of the effect of customer recommendation and should manipulate it to implement a word of mouth campaigning.

5.4 Suggestions for further study

During the research, a number of interest areas within market orientation that were worthy of future research surfaced but there was two that really stood out.

There is need to conduct research on the impact of the market concept in an organization.

Another suggestion would be to concentrate only on market research in relation with performance.

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APPENDIX 1: QUESTIONNAIRE

My name is Murengezi Reno Elvis and I am a student of Uganda Martyrs University in year three. This questionnaire is for an academic investigation on **the relationship between market orientation and business performance**. You are kindly requested to fill in this questionnaire accordingly to facilitate the researchers' study findings. All information volunteered will be handled and treated with utmost confidentiality. Your assistance is highly appreciated.

Please tick the appropriate alternative or fill in where applicable.

SECTION A: BIO DATA INFORMATION

1. Gender

Male

Female

2. Age Bracket

20-29 years

30-39 years

40-49 years

above 50 years

3. Education level

O' level

Post graduate

Degree

A' level

Diploma

Other

4. How long have you worked for this organization

Less than a year

1-3 yrs

4 – 6 yrs

above 7yrs

SECTION B

For each of the following statement, please tick where applicable the extent to which you agree using the scale below:

1-Strongly Agree 2-Agree 3-Not sure 4-Disagree 5-Strongly Disagree

What is the effect of customer focus on profitability in Airtel Uganda Ltd?

Response	1	2	3	4	5
Focusing on customers' needs helps you to retain them					
Introduction of new technology has led to a positive relationship with customers thus increase in revenue					
Customer focus helps the organization keep in touch with the customer after transactions thus increase in profits					
When our customer needs and wants are fulfilled we obtain profits					
After sales services are an important part of customer focus					

What is the effect customer satisfaction have on sales revenue in Airtel Uganda Ltd?

Response	1	2	3	4	5
Customer satisfaction has maintained or improved the level of sales revenue					
Customers are allowed to give feedback in form of compliments, complaints and suggestions thus the sales growth of our company					
Exceeding customer expectation enhances customer satisfaction thus increase in sales					
Variation in the quality and value of products and customer satisfaction leads to increase in sales revenue					
Airtel Uganda Ltd is quick to detect changes in sales revenue trends due to customer satisfaction					

What is effect customer recommendation have on market share in Airtel Uganda Ltd?

Response	1	2	3	4	5
Customer who talk about us has led to increase in market share					
Customer recommendation or word of mouth is considered the best form advertising that has led to customer retention					
Customer recommendation is generated through strong and stable customer relationships thus customer creation					
Customer recommendation plays an important role to encourage innovation within Airtel Uganda Ltd					
Customer recommendation is considered reliable when the information is obtained from numerous consumers are used or the benefit our organization					

Thank you for your cooperation

Be Blessed

APPENDIX II: INTERVIEW GUIDE

My name is Murengezi Reno Elvis and I am a student of Uganda Martyrs University in year three. This interview guide is for an academic investigation on the relationship between market orientation and business performance. You are kindly requested to fill in this questionnaire accordingly to facilitate the researchers' study findings. All information disseminated will be handled and treated with utmost confidentiality; your assistance is highly appreciated.

What challenges do you face when you are serving customers?

.....
.....

What procedures/methods have you adapted to improve the relationship between the customer and organization?

.....
.....

How does Airtel Uganda Ltd manage to provide services that exceed customer needs?

.....
.....
.....

How would you deal with a dissatisfied customer?

.....
.....

What influence does customer recommendation have on the sales margin in Airtel Uganda Ltd?

.....
.....

How does customer recommendation help Airtel Uganda Ltd to sustain their brand name or reputation?

.....
.....

THANK YOU

APPENDIX III: SAMPLE SIZE FROM A GIVEN POPULATION

Table for Determining Sample Size from a Given Population

Note: “N” is population size and “S” is sample size.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	275	159	750	256	2600	335	100000	384

Source: Krejcie, R. V., & Morgan, D.W. (1970).

Note: N = population size

S = sample size